

2015

# The UMass Amherst Sustainability External Review Process

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# External Review Process

Ezra Small

Campus Sustainability Manager

University of Massachusetts Amherst

# What we were told to do...

## **ACTION PLAN FOR THE PHYSICAL PLANT ADMINISTRATIVE QUALITY ASSESSMENT & DEVELOPMENT (ADQUAD) REVIEW**

The Alterations, Sustainability, and Utilities departments within Physical Plant will undertake an Administrative Quality Assessment & Development (ADQUAD) review over the next 6 – 8 months. Five key areas of focus will be addressed:

- 1) Units shall ensure that their goals and objectives are linked to the campus mission and strategic priorities, and to their strategy for improving their services.
- 2) Units shall ensure that services are of high quality, current and coherent.
- 3) Units shall ensure staff quality and productivity.
- 4) Units shall ensure environments that facilitate responsiveness to client needs.
- 5) Units shall ensure that resources are used wisely.

Review process —

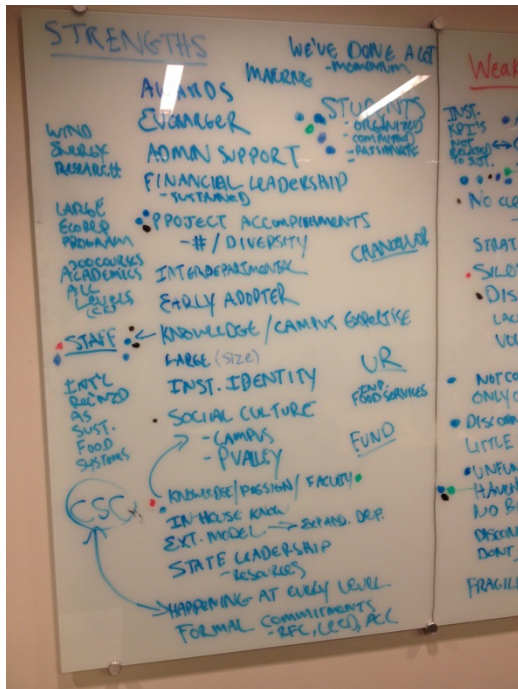
- Unit prepares self-study.
- Vice Chancellor, in consultation with Unit head, determines emphasis of external review, selects external review team, and forwards any relevant material to the team.
- Self-study is provided to visiting team, and visit is conducted.
- The visiting team's report is delivered to the unit, with copies to the Vice Chancellor and the Chancellor's Office. The Vice Chancellor and/or Chancellor may meet with the team, as recommended by the Vice Chancellor. The unit head prepares a written response to the report, and an action plan based on the review.
- The Vice Chancellor reviews and provides written comments on the report, response, and action plan. The unit may respond to the Vice Chancellor's comments.
- The Vice Chancellor forwards the self-study, the visiting team's report, the unit's response and action plan, and the Vice Chancellor's comments (and unit head response, if any) to the Chancellor. Depending on the outcome of the review, the Chancellor may meet with the Vice Chancellor and the unit head to discuss the review and the action plan.
- The Chancellor accepts the Vice Chancellor's review, with any necessary amendments.

## **What we did instead...**

### **Campus Wide Sustainability Review**

- **May 2014-October 2014**
- **SWOT Analysis with Chancellors Sustainability Committee**
- **Self-Study (20 pages)**
- **External Review Team Selection (3 members)**
- **External Review Campus Visit/Interviews**
- **External Team Report (22 pgs) and Presentation (11 slides) to Administration**

# SWOT



STRENGTHS

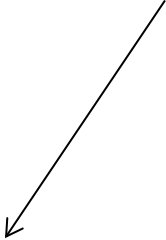
- Many awards
- Level 3 charger – leading the state
- Valued from the top administratively
- Supported by funding – sustained financial commitment (ES, CN, RD etc)
- Leadership at all levels
- Project accomplishments
- Documenting our accomplishments
- Number and diversity of the projects (food, GB etc)
- Interdepartmental (multiple staff hires)
- Among the first movers – e.g. STARS gold relative to other univ (like UConn etc)
- STARS has given us significant campus expertise in assessing sustainability
- One of the largest sustainability leaders
- Been part of our institution's identity for long time
- Social culture for diversity
- Culture of Valley
- Knowledgeable, passion, energy of faculty
- Student energy (which in turns feeds back to the social culture)
- Extension faculty model (way beyond just agriculture – Energy Assist Profs)
- In house knowledge base
- Many leadership positions available for students
- Lots of student organizations are well ....
- Locals bring their external knowledge of sustainability in their towns to the campus
- Several full time staff
- State support (EO 484 etc, 50-50 commitment etc)
- UR is very supported

STRENGTHS

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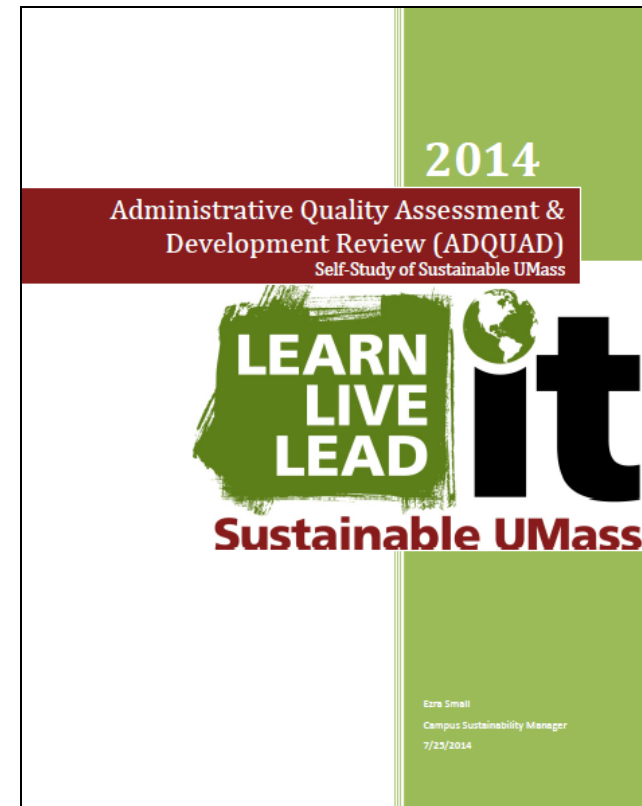
HIGHLY EXPERT SUSTAINABILITY STAFF WITH A DEEP KNOWLEDGE BASE ●●●●●

- In house knowledge base
- Multiple full time staff working on these issues
- Sustainability leadership is at all levels
- Expertise is interdepartmental (multiple staff hires)
- We are supported by sustained financial commitment (ES, CN, RD, VR, LP etc)
- STARS has given us significant campus expertise in assessing sustainability
- We live in a sustainability-minded area; staff bring lots of external sust. knowledge from their towns to the campus



# Self Study

- 20 pages (no more!)
- Core Data (budgets, staff, strategic planning efforts, campus data, etc.)
- SWOT Results
- 5 Major Areas of Exploration
- Important Appendices:
  - Org charts
  - Chancellor strategic plans
  - List of Sustainability Programs/ Initiatives
  - List of campus stakeholders



# Visit

Sustainability ADQUAD External Review Interview Schedule, August 11-12, 2014					
Monday, August 11			Tuesday, August 12		
Time	People	Location	Time	People	Location
8AM-10 AM (8-9:45/Breakfast served) (15m break)	Ray Jackson, Director of Physical Plant (15m intro), Ezra Small; Rachel Dutton; Craig Nicolson; Victoria Rosen (Sustainability Co-Chairs)	Dukes Room, Student Union (SU)	8AM-9 AM (JH: 8-8:30/ Breakfast served) (Dir's: 8:30-9:00) (15m break)	Juanita Holler, Assoc. VC of Facilities & Camp. Services F&CS Directors: Ray Jackson (PP); Dennis Swinford (CP); Shane Conklin (AS); Jeri Baker (Trans)	Whitmore Room 358
			9AM (9-9:30)	Vice Chancellor A&F Jim Sheehan	Whitmore Room 358
10AM-11AM (10-10:45) (15m break)	Physical Plant Sustainability Staff and Student Leadership (Liz Pongratz, Kevin Hollerbach, Arianna Moscone)	Dukes Room, SU	10AM-11AM (10-10:45) (15m break)	Ludmilla Pavlova, Campus Planner & Sust. Master Plan Chair; Ted Mendoza, Cap. Project Mngr & Green Building Co. Chair; Jason Burbank, Energy Engineer	Whitmore Room 358
11AM-NOON	Auxiliary Services Sustainability Staff	Worcester DC	11AM-NOON	Andy Mangels, Associate VC of Finance & Budget Director	Whitmore Room 358
NOON-1PM	Lunch (Non-working)	Worcester DC	NOON-1PM	Lunch with Co-Chairs	Hampshire DC
1PM-2PM (1-1:45) (15m break)	Physical Plant Asst. Directors: Pam Monn, Dan McCarthy, Mark Kucinski, Jeff Bryan	Physical Plant, Room 213	1PM-2PM (1-1:45) (15m break)	Madeleine Charney, Sustainability & Research Services Librarian	Library Teaching Commons
2PM-3PM (15m break w/ refreshments)	Cheryl Dukes, Assoc. Dir. Gov. Relations (2-2:30); Eddie Hull, Student Affairs (2:30-3)	Dukes Room, SU	2PM (2-2:30)	Chancellor Subbaswamy	Whitmore, Chancellor's Office
3PM-4PM	Chris Dunn, Government Relations Director, 3-3:30 Elena Sharnoff, College of Natural Resources Communications Director, 3:30-4	Dukes Room, SU	Academic Block 3PM-4PM (refreshments)	Academic Block: Curt Griffin, Dept. Head, Env. Conservation; Scott Auerbach, Prof, iCons Director Bill Wooldridge, ISOM, New Center for Entrepreneurship	Suffolk Room, SU
4PM-6PM	Campus Tour led by Ludmilla Pavlova (driving and walking) Begins with Ray Jackson at CHP	All Locations	4PM-5PM (4-4:45) (15m break)	Amilcar Shabazz, Faculty Advisor for Diversity & Excellence, Office of Chancellor	Suffolk Room, SU
			5PM	Wrap-up with Ray Jackson and Ezra	Suffolk, SU
<b>Post-Visit Phone Interviews:</b> John Kennedy, Vice Chancellor of University Relations & Michael Grabscheid, Exec. Director of Marketing & New Business Development: 8/19, 11 AM Ken Toong, Executive Director of Auxiliary Enterprises: 8/21, 3PM Steve Goodwin, Dean of the College of Natural Resources: TBD; Robert Feldman, Deputy Chancellor: TBD					

# Report/Findings Presentation

- Current Successes
- Key Observations
- Core Recommendations
- Next Steps

## Recommendations

- Sustainable UMass needs a central organizing platform – *Institute for Sustainability Integration*
  - Reports to Chancellor, Deputy Chancellor or Provost.
  - Coordinates the interaction and advancement of the academic and operational sustainability programs.
  - 3-5 year campus-wide action plan for sustainability.
- Comprehensively integrate sustainability more thoroughly into current strategic planning work.
- Establish a set of sustainability metrics to help drive resource allocation.

Sustainable UMass ADQUAD External Review Report:

*Findings, Observations, and Recommendations*

*Draft September 15, 2014*

*Updated and Finalized October 29, 2014*

External Review Team Members:

Bonny Bentzin  
Robert J. Koester  
Matt St. Clair



## **Outcome**

- **Monthly meetings with Chancellor's Office**
- **Closer relationship with Deputy Chancellor**
- **Request for a new Sustainability Director Position in Chancellors Office**
- **Chancellor approval of position and funding request for FY16!**
- **Overall elevation of sustainability and signal from Chancellor of his support**
- **Tighter Core Sustainability Team/Plan**